Law Enforcement Solutions By the Field, For the Field
COLLABORATIVE REFORM ANNUAL REVIEW

COPS
Community Oriented Policing Services
U.S. Department of Justice

CRI★TAC
Collaborative
Reform Initiative
TECHNICAL ASSISTANCE CENTER

Law Enforcement Solutions By the Field, For the Field
COLLABORATIVE REFORM ANNUAL REVIEW

Contents

Letter from the Director of the COPS Office

Colleagues:

With the 2018 launch of the Collaborative Reform Initiative Technical Assistance Center (CRI-TAC), the COPS Office and our partners—the International Association of Chiefs of Police (IACP), and the Fraternal Order of Police (FOP), Major Cities Chiefs Association (MCCA), FBI National Academy Associates (FBINAA), International Association of Campus Law Enforcement Administrators (IACLEA), International Association of Directors of Law Enforcement Standards and Training (IADLEST), National Association of Women Law Enforcement Executives (NAWLEE), National Organization of Black Law Enforcement Executives (NOBLE), National Tactical Officers Association (NTOA), and National Sheriffs' Association (NSA)—renewed our ability to provide the technical assistance for which our office is known in support of our nation's law enforcement agencies. Since that launch, we've fielded more than 150 requests for assistance on critical issues like school safety, active shooter response, de-escalation, crisis intervention, and intelligence and information sharing. We're proud to provide timely, field-driven technical assistance to agencies in a way that minimizes their burden while focusing on their needs.

This report on CRI-TAC's first year will show how the center has supported law enforcement agencies in their efforts to ensure public safety in their communities. It includes performance metrics, case studies, and testimonials on the efficient and responsible delivery of by-the-field, for-the-field assistance to campus, local, county, and state agencies and highlights plans to do more of the same in 2019. CRITAC is off to a solid start, and the COPS Office will continue to work hard with our partners to provide solid assistance for the good of the field and the good of the country. Thanks to the field; IACP; FOP, MCCA, FBINAA, IACLEA, IADLEST, NAWLEE, NOBLE, NTOA, and NSA; and the dedicated staff here at the COPS Office for making this a successful and service-oriented program.

Sincerely,

Phil Keith
Director
Office of Community Oriented Policing Services

Acknowledgments

Innumerable individuals and organizations have contributed to the success of CRI-TAC in its first year. First and foremost, we offer our thanks to agency leaders that requested assistance; became engaged partners; and provided the vision, goals, and objectives they wanted to achieve to take their agencies to the next level.

Gratitude is also due to the staff at the IACP, subject matter experts, partner organizations, and numerous consultants that have provided the administrative and substantive backbone needed to take CRI-TAC to a national scale and truly represent the field.

Subject matter experts (providing technical assistance to date)

- James Albrecht, Captain (ret.), New York City (New York) Police Department
- Michael Alexander, Captain, Nashville (Tennessee) Metropolitan Police Department
- Don Alwes, Director of Training, Wilmore (Kentucky) Police Department
- James Baker, Colonel (ret.), Vermont State Police
- Jonas Baughman, Sergeant, Kansas City (Missouri) Police Department
- Joseph Binns, Captain, Garner (North Carolina) Police Department
- Joan Brody, Grants Subject Matter Expert
- Christopher Bruce, Senior Crime Analysis Expert
- Ed Caneva, Major, Miami-Dade (Florida) Police Department
- John Combs, North Carolina Special Police
- Orlando Cuevas, Assistant Chief (ret.), Camden County (New Jersey) Police Department
- Mitch Cunningham, Deputy Chief, Wilmington (North Carolina) Police Department
- Spencer Fomby, Sergeant, Berkeley (California) Police Department
- Julie Hibdon, Professor, Southern Illinois University
- Nate Hiner, Firefighter, Arlington (Virginia) Fire Department
- Dan Howard, International Association of Directors of Law Enforcement Standards and Training
- William Jessup, Chief, South Milwaukee (Wisconsin) Police Department
- Dave Kurz, Chief, Durham (New Hampshire) Police Department
- Mike Laird, Corporal, Arlington County (Virginia) Police Department
- Tony Leonard, Captain, Georgia Tech Police Department, Georgia Institute of Technology
- Isaac Lopez, Sergeant, Orange County (Florida) Sheriff's Office
- Laura McElroy, Communications and Media Subject Matter Expert
- Rodney Monroe, Chief (ret.), Charlotte-Mecklenburg (North Carolina) Police Department

- Robert Mueck, Director of Public Safety, St. John's College, Maryland

- Dwayne Orrick, Assistant Executive Director, Georgia Chiefs of Police Association

- Sally Panzer, Sergeant, St. Louis (Missouri) Metropolitan Police Department

- Tru Pettigrew, Consultant

- Elise Pierce, Durham (North Carolina) Police Department

- Brett Railey, Chief (ret.), Winter Park (Florida) Police Department

- Dawn Reeby, Senior Crime Analysis Expert

- Roberto Santos, Professor, Radford University, Radford, Virginia

- Ronal Serpas, Professor, Loyola University and Superintendent (ret.) New Orleans (Louisiana) Police Department

- John Skaggs, Consultant, Detective (ret.), Los Angeles (California) Police Department

- John Vinson, Assistant Vice President and Chief of Police, University of Washington

International Association of Chiefs of Police staff

- Vincent Talucci, Executive Director/Chief Executive Officer

- Terrence Cunningham, Deputy Executive Director/Chief Operating Officer

- Domingo Herraiz, Director, Programs

- Sarah Horn, Assistant Director, Programs

- Rosemary DeMenno, Senior Program Manager

- Rebecca Stickley, Program Manager

- Hilary Burgess, Project Manager

- Juliana Davis, Project Manager

- John Kapinos, Project Manager

- Lissa Bagni, Project Coordinator

- Dominique Burton, Project Coordinator

- Catherine Britten, Project Assistant

Partners staff

Fraternal Order of Police

- James Pasco, Senior Advisor
- Tim Richardson, Senior Legislative Liaison
- Scott Marks, Legislative Liaison
- Keith Turney, National Sergeant at Arms

Major Cities Chiefs Association

- Rick Myers, Executive Director
- Patricia Williams, Associate Director
- Leslie Silletti, Program Manager

FBI National Academy Associates

- Johnnie Adams, President
- Howard Cook, Executive Director
- John Kennedy, Director, Education and Training
- Korri Roper, Staff

International Association of Campus Law Enforcement Administrators

- Sue Riseling, Executive Director
- Josh Bronson, Director of Training
- Deana Burke, Director of Finance and Administration
- Gwen Fitzgerald, Director of Communications
- O'Neil Singleton, Program Associate

International Association of Directors of Law Enforcement Standards and Training

- Mike Becar, Executive Director
- Pam Cammarata, Project Manager
- Mark Damitio, Crime Analysis Project Manager
- Peggy Schaefer, Project Manager
- Yvonne Pfeifer, Director of Operations

National Association of Women Law Enforcement Executives

- Kym Craven, Executive Director
- Val Cunningham, Past President
- Tammie Reeder, Treasurer

National Organization of Black Law Enforcement Executives

- Dwayne Crawford, Executive Director
- Heidi Ashley, Director of Chapter and Member Services
- Rosalynde Fenner, Advisor
- James Golden, Advisor

National Tactical Officers Association

- Thor Eells, Executive Director
- Ed Allen, Program Manager
- Rick Brzozowski, Accountant

National Sheriffs' Association

- Jonathan Thompson, Executive Director/Chief Executive Officer
- Timothy Woods, Deputy Executive Director/Chief Operating Officer
- Michael Brown, Director, Professional Development
- Jessica Vanderpool, Assistant Director, Grants and Contracts
- Kristi Barksdale, Project Manager

COPS Office

- Robert Chapman, Deputy Director
- Matthew Scheider, Assistant Director
- Keenon James, Supervisory Program Specialist
- George Fachner, Program Manager/Senior Program Specialist
- Nazmia Comrie, Deputy Program Manager/Senior Program Specialist

Introduction

The Collaborative Reform Initiative for Technical Assistance, a program developed by the U.S. Department of Justice (DOJ) Office of Community Oriented Policing Services (COPS Office) provides critical and tailored technical assistance resources to state, local, territorial, tribal, and campus law enforcement agencies on a wide variety of topics. The program has served as the premier technical assistance program of the COPS Office since 2011.

Assisting our nation's law enforcement is at the core of our mission at the COPS Office. To advance this mission, it is essential that we engage with and listen to the field and adapt our approaches accordingly. Since 2017, we have heard valuable insights from leaders in law enforcement about the services they need most. As a result, we partnered with the International Association of Chiefs of Police (IACP) to establish a technical assistance delivery center known as the Collaborative Reform Initiative Technical Assistance Center (CRI-TAC).

For the first time, law enforcement executives, unions, and other law enforcement organizations came together to provide tailored technical assistance to state and local law enforcement agencies—an historic and unprecedented coalition represented by the law enforcement associations involved in the project.

> The IACP is proud to have convened these nine leading, dynamic, field-focused partner organizations. Over the past year, we have delivered no-cost innovative, solution-focused assistance to a diverse group of law enforcement agencies across the United States. This customized, proactive, and agency-driven support is delivered by respected subject matter experts in the field. In topics as varied as crime analysis, school safety, and mass demonstration response, we have helped agencies address and solve potential issues before they become problems.
>
> — *Paul M. Cell, President, IACP*

In addition to support and expertise from the IACP, the center benefits from the expertise of an impressive coalition of law enforcement organizations including the following:

- **International Association of Chiefs of Police**
  The International Association of Chiefs of Police (IACP) is the world's largest and most influential professional association for police leaders. With more than 30,000 members in 150 countries, the IACP is a recognized leader in global policing. Since 1893, the association has been speaking out on behalf of law enforcement and advancing leadership and professionalism in policing worldwide.

The IACP is known for its commitment to shaping the future of the police profession. Through timely research, programming, and unparalleled training opportunities, the IACP is preparing current and emerging police leaders—and the agencies and communities they serve—to succeed in addressing the most pressing issues, threats, and challenges of the day.

- **Fraternal Order of Police**
  The Fraternal Order of Police (FOP) is the largest police union in the nation with a membership of more than 345,000.

- **Major Cities Chiefs Association**
  The Major Cities Chiefs Association (MCCA), comprising North America's largest cities' police chiefs, serves its membership through advocacy, education, and dialogue to improve public safety in the major cities.

- **FBI National Academy Associates**
  The FBI National Academy Associates, Inc. (FBINAA) is a nonprofit, international organization of 17,000 senior law enforcement professionals dedicated to providing our communities, states, countries, and profession with the highest degree of law enforcement expertise, training, education and information. Members are graduates of the FBI's prestigious National Academy program, representing all 50 states, 170 countries, and more than 7,500 law enforcement agencies. More than 50,000 graduates have completed the FBINAA Program.

- **International Association of Campus Law Enforcement Administrators**
  The International Association of Campus Law Enforcement Administrators (IACLEA) is the leading authority for the campus public safety profession, with more than 4,000 members worldwide.

- **International Association of Directors of Law Enforcement Standards and Training**
  The International Association of Directors of Law Enforcement Standards and Training (IADLEST) is a nonprofit association with members representing the state Peace Officer Standards and Training (POST) organizations, state commissions, academy directors, and instructors. Its mission is to research, develop, and share information, ideas, and innovations that assist states in establishing effective and defensible standards for employment and the delivery of exceptional training for law enforcement officers and, in those states where dual responsibility exists, correctional personnel.

- **National Association of Women Law Enforcement Executives**
  The National Association of Women Law Enforcement Executives (NAWLEE) is the first organization established to address the unique needs of women holding senior management positions in law enforcement. NAWLEE is a nonprofit organization sponsored and administered directly by law enforcement practitioners. NAWLEE's mission is to serve and further the interests of women executives and those who aspire to be executives in law enforcement.

- **National Organization of Black Law Enforcement Executives**

  Since 1976, the National Organization of Black Law Enforcement Executives (NOBLE) has served as the conscience of law enforcement by being committed to justice by action. NOBLE represents more than 3,000 members worldwide, who are primarily African-American chief executive officers of law enforcement agencies at federal, state, county and municipal levels; other law enforcement administrators; and criminal justice practitioners.

- **National Tactical Officers Association**

  The mission of the National Tactical Officers Association (NTOA) is to enhance the performance and professional status of law enforcement personnel by providing a credible and proven training resource as well as a forum for the development of tactics and information exchange.

- **National Sheriffs' Association**

  Chartered in 1940, the National Sheriffs' Association (NSA) is a professional association dedicated to serving the Office of Sheriff and the more than 3,000 locally elected sheriffs across the United States. Insofar as sheriffs are not only the chief law enforcement officials in their counties but also, in most jurisdictions, responsible for court security and jail administration—in addition to their policing responsibilities—NSA provides a wide range of law enforcement training and informational resources.

An unprecedented coalition

The goal of Collaborative Reform is to provide technical assistance to state, local, territorial, and tribal law enforcement agencies that will enhance their organizational, public safety, crime reduction, and community policing effectiveness while maintaining local control and accountability for effective policing in their communities.

The COPS Office provides support, resources, and assistance to law enforcement agencies nationwide by using this "by the field, for the field" model. Solutions are designed by subject matter experts from the field in a collaborative manner with the agency to address their unique needs. Customizing the technical assistance for each agency ensures that the assistance is timely, relevant, and field-driven. The program is a public service and offered at no cost to the requesting agency.

CRI-TAC brings together the collective leadership, expertise, and resources from these partnering organizations and their more than 420,000 members[1] to ensure it is meeting the complex and varying needs of the field.

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1. U.S. Department of Justice, "Attorney General Sessions Provides Further Support for Local Law Enforcement with Launch of New Collaborative Reform Initiative Technical Assistance Center," press release, March 15, 2018, https://www.justice.gov/opa/pr/attorney-general-sessions-provides-further-support-local-law-enforcement-launch-new.

CRI-TAC provides a one-stop resource center where law enforcement agencies can gain the insight of a team of seasoned public safety professionals to help solve complex issues in a streamlined fashion.

— *Kym Craven, Executive Director, NAWLEE*

Technical assistance services

Through CRI-TAC, as shown in table 1, we provide multifaceted technical assistance through one or more services including referral to high-quality resources vetted by CRI-TAC, partners, and subject matter experts from the field; web-based training and consultation; in-person training and exercises; facilitation of meetings among key agency stakeholders; and in-depth on-site consultation.

Table 1. Services offered by the COPS Office via CRI-TAC

Service	Details
Resource referral	Provide requestor with guides, documentation, toolkits, reports, and other relevant publications on selected topics.
Web-based training	Provide recorded webinars, live online training, and virtual informational briefings.
In-person training	Deliver live direct training or train-the-trainer courses, customized for the needs of the agency.
Virtual coaching and consultation	Facilitate peer-to-peer exchanges with leading experts to share information and promising practices via telephone, videoconference, and web-based meeting spaces.
Meeting facilitation	Support meetings among agency personnel or other public and private sector stakeholders.
On-site consultation	Collaborate with agency leadership and other law enforcement personnel to provide guidance on promising or emerging practices to deliver tailored solutions.

CRI-TAC staff, partner organizations, and subject matter experts stand ready to deliver on a broad range of technical assistance topics. The example topics in the following list were designed to cover the spectrum of policy, training, operational, strategic, administrative, managerial, and leadership needs for the field to continue advancing the policing profession. As needed, we will continue to refine and add to this list. Agencies may request assistance on any topic they choose, no matter whether it fits neatly into one of these categories.

- Active shooter response
- At-risk youth
- Community engagement
- Crime analysis
- Crisis intervention
- De-escalation
- Domestic violence reduction and prevention
- Drug-related crime
- Focused deterrence
- Gangs

- Gun violence reduction and prevention
- Hate crimes
- Human trafficking
- Intelligence and information sharing
- Mass casualty response
- Mass demonstration response
- Modern police performance management (e.g., CompStat)
- Officer safety and wellness
- Private sector coordination and partnerships

- Proactive policing
- Problem solving techniques
- Prosecution coordination and partnerships
- Public sector coordination and partnerships
- School safety
- Share service models
- Traffic safety
- Tribal law enforcement
- Violent crime reduction and prevention

Each year, law enforcement faces new challenges. CRI-TAC serves as an adaptable and responsive resource to help law enforcement agencies overcome such challenges. CRI-TAC works side-by-side with law enforcement leaders, addressing critical issues as well as those unforeseen challenges, by providing high-quality training and technical expertise customized to meet the unique needs of law enforcement agencies nationwide.

— *Mike Becar, Executive Director, IADLEST*

In addition to the standard topics, we recently expanded our services to include tribal-focused topics. Such services are offered in recognition of the unique challenges tribal law enforcement must address to provide their communities with public safety services. Tribal law enforcement agencies can access assistance on any of the 28 example topics as well as the following tribal-focused topics:

- Community policing and problem solving in tribal communities
- Crime prevention through environmental design in a tribal setting
- Cross-deputization and regional partnerships (including Public Law 280 considerations)
- Domestic violence in tribal communities
- Drug-endangered children in a tribal setting
- Drug identification and response

- Hiring and recruitment of Native American officers
- Human trafficking in Indian country
- School and campus safety in tribal communities
- Security and law enforcement partnerships
- Sexual assault in tribal communities
- Tribal law enforcement leadership
- Tribal youth partnership

About this report

This report highlights the work of the center, sponsored by the COPS Office, since its launch in March of 2018. In the following sections, the reader will find program performance metrics, case studies, and testimonials on the impact CRI-TAC has made on their agencies. The report provides an overview of activities taking place in 2019 and concludes with a description of the intake process. Agencies interested in submitting a request should know that it is low burden, efficient, and designed to best address their needs while maintaining local control and decision-making.

Program Performance

This section presents a collection of facts and figures in addition to a series of five case studies, which demonstrate the progress of the program and the kinds of assistance that has been provided to agencies that have participated in it.
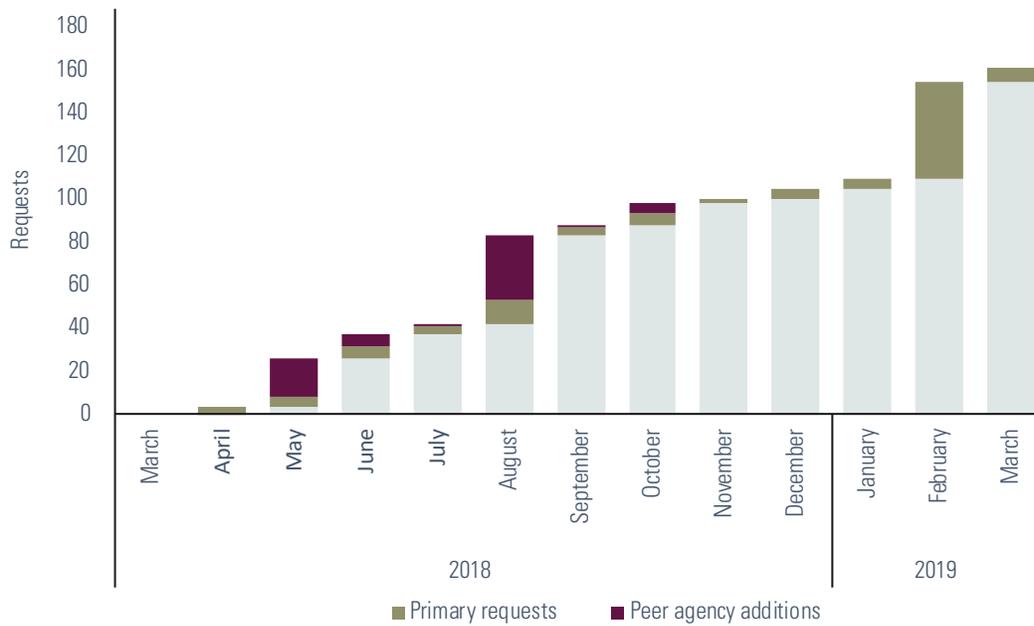
> The CRI-TAC project is different because it brings to the table a variety of unique and insightful viewpoints and the results are measurable and long-lasting.
>
> — *John Kennedy, CAE, Director, Education and Training, FBINAA*

Technical assistance facts and figures

Since we launched CRI-TAC, the COPS Office has fielded more than 150 technical assistance requests from law enforcement agencies across the country. The center has delivered technical assistance on a range of diverse topics through various means including strategy consultation, policy development, training, and informational briefings by subject matter experts.

Figure 1 on page 8 illustrates the cumulative trend line of requests for technical assistance, in addition to tallies for each month since the March launch. As of March 15, 2019, we received a total of 161 requests for technical assistance. The requests include two types of recipients: (1) a **primary requestor**, which is an agency that initially contacts CRI-TAC and requests assistance, and (2) a **peer agency addition**, which is an agency that did not initially contact CRI-TAC but participated in the technical assistance by invitation of the primary requestor, CRI-TAC staff, or other law enforcement partners such as U.S. Attorneys' Offices. Peer agency additions have greatly increased the number of agencies we have been able to assist, primarily through multiagency training engagements. In Figure 1, the total number of primary requestors is 102 while peer agency additions is 59.
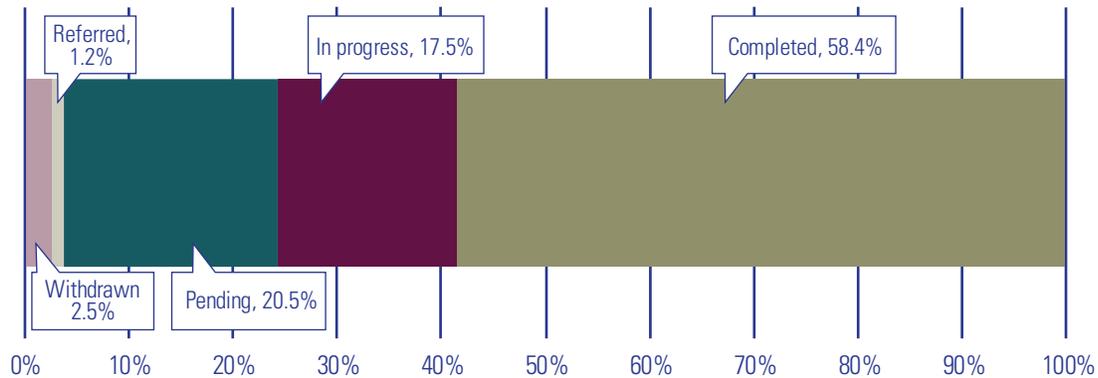
Figure 1. Sustained demand for assistance

On average, we have fielded about 9 primary requests and 4 peer additions per month for a total of 13 requests. In the first 12 months of the program, there has been a sustained demand for technical assistance. In turn, we have been able to meet the needs of the field and deliver on their requests on a large scale. The number of agencies benefitting from Collaborative Reform continues to grow.

CRI-TAC has delivered on 155 (96 percent) of the total requests for technical assistance as of March 15, 2019. Among the six requesting agencies that did not receive assistance, four withdrew their requests based on local circumstances and two were referred to other resources that could better meet their needs. As of March 15, 2019, 94 law enforcement agencies (58 percent of requests) had completed technical assistance engagements.[2] We are currently working with 28 agencies (17 percent of requests) and have engagements pending with an additional 33 agencies (20 percent of requests). Figure 2 illustrates the status of all requests fielded during the first year, ending March 15, 2019.
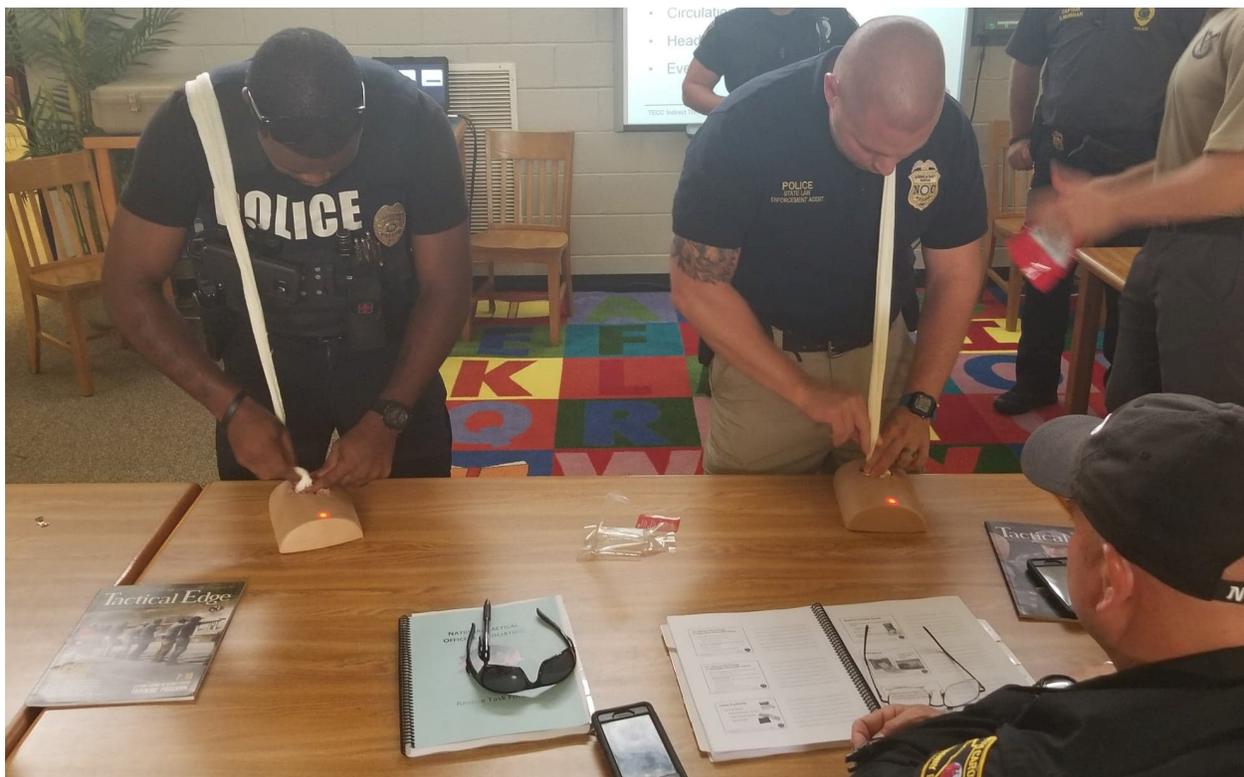
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2. Two agencies are repeat customers. Throughout this report, "agencies" refers specifically to requesting agencies, counting each request separately, regardless of whether it comes from a new agency.

Figure 2. Status of technical assistance requests March 15, 2018–March 15, 2019

Referred, 1.2%

In progress, 17.5%

Completed, 58.4%

Withdrawn 2.5%

Pending, 20.5%

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

Notably, many of the completed engagements have been multiagency training efforts. In fact, 397 officers, deputies, and law enforcement personnel from 91 law enforcement agencies have received specialized training through CRI-TAC. Active shooter response, workplace violence, officer safety, intelligence analysis, and de-escalation are just a few of the critical issues agencies are addressing through training supported by CRI-TAC. While training continues to be a primary means for improving knowledge and skills in law enforcement, agencies have also benefited from technical assistance involving one-on-one coaching and consultation, policy development, and informational briefings on best and emerging practices.

Officers participate in NTOA's "Rescue Task Force" training, provided by CRI-TAC, August 1, 2018

Overall, the five most popular topics which agencies have sought to address through Collaborative Reform are as follows:

1. De-escalation

2. Intelligence and information sharing

3. Active shooter response

4. Crisis intervention

5. School safety

We deliver services to the field through a multifaceted and collaborative method. Most technical assistance engagements involve more than one type of service. The vast majority (89 percent) of agencies thus far have received some sort of training or informational briefing on a specialized topic. Other types of assistance being provided include on-site consultation (17.4 percent); virtual consultation (15.5 percent); collaborative policy development (5.2 percent); and meeting facilitation (1 percent).

> NOBLE applauds the CRI-TAC program for the value it provides to the law enforcement community by delivering technical assistance to agencies at no cost. The depth and breadth of services that are being offered cover the full scope of needs for small, medium, and large organizations.
>
> — *Dwayne E. Crawford, Executive Director, NOBLE*

Figure 3. Types of agencies participating in Collaborative Reform

Law enforcement agencies of diverse types, sizes, and geographies have participated in the program. Many of the agencies had never received technical assistance from the DOJ prior to their involvement in this initiative. Most agencies participating in Collaborative Reform, like most agencies nationally, were municipal police departments. Thanks to IACLEA's partnership with CRI-TAC, the COPS Office has been able to address the previously unmet technical assistance needs of the campus law enforcement community.
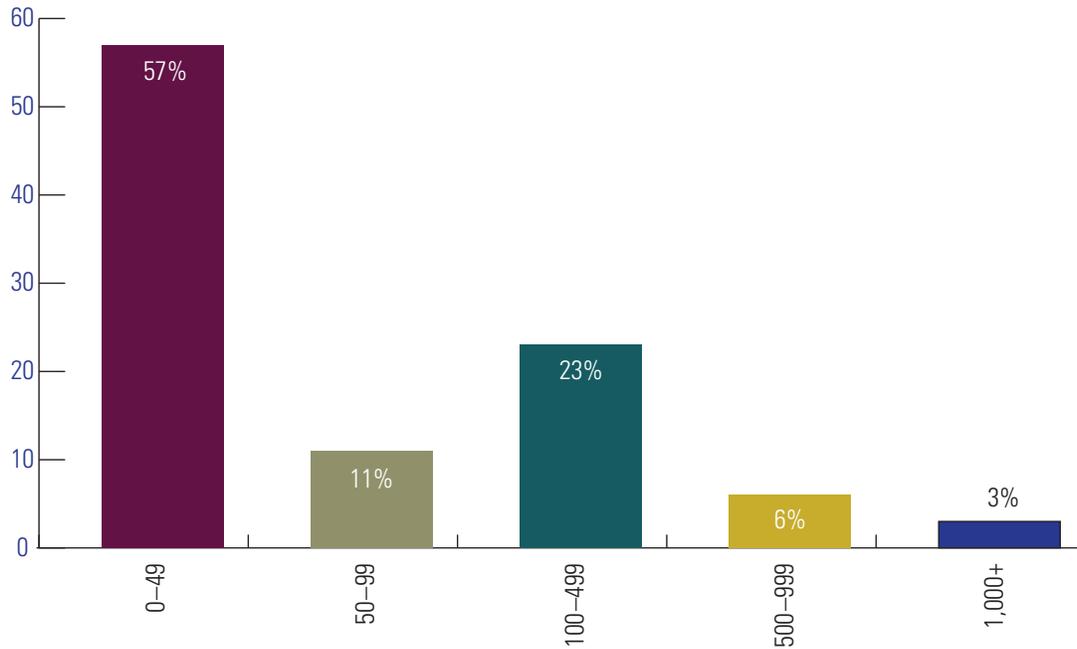
Figure 4. Size of agencies participating in Collaborative Reform

Figure 3 on page 11 illustrates the proportional breakdown of agency participation by type of agency. Note that "other" agencies include state-level public safety agencies such as investigative bureaus or training commissions that are not the primary state law enforcement agency.

The size of agencies receiving technical assistance from CRI-TAC ranges from those with just one or two sworn personnel to large agencies with 500 or more. As is the case nationally, most CRI-TAC agencies (57 percent) have fewer than 50 sworn personnel. Mid-size and large agencies with 100 to 499 sworn personnel make up the second-greatest number of those receiving technical assistance from CRI-TAC at 23 percent. Figure 4 shows a complete breakdown of agency size. In all, agencies participating in CRI-TAC boast a combined force size of more than 40,000 officers and serve a population of close to 100 million people.

Being able to utilize data from this project to enhance an older community survey and developing a true community policing strategic plan will be huge foundational steps forward for our department. Given our rural location in Kansas and in the resources we can traditionally call upon, this partnership is of extreme value not only to our agency but to our community in general.

— *Chief Robert Spinks, Chief, Parsons (Kansas) Police Department*

Technical assistance summaries

The following sections include six summaries on completed technical assistance engagements. From in-depth briefings by subject matter experts to multiagency in-person training efforts on critical topics in law enforcement today, these summaries illustrate just some of the types of assistance law enforcement agencies are benefiting from through CRI-TAC.

Preparing for mass demonstrations with the Cedar Rapids (Iowa) Police Department

CRI-TAC Profile: Cedar Rapids (Iowa) Police Department

Topic: Mass demonstration response

Agency size: 213 sworn

Population served (est.): 130,000

Technical assistance: Resource referral, remote consultation, policy review, on-site consultation, informational briefing

CRI-TAC SME James Albrecht (Captain, ret., New York City Police Department) briefing CRPD (right) and touring downtown Cedar Rapids with CRPD Captain Jeff Hembera (left), November 16, 2018

In March 2018, Chief Wayne Jerman of the Cedar Rapids Police Department (CRPD) reached out to CRI-TAC inquiring about technical assistance available. After some initial discussion and consultation with CRI-TAC staff, CRPD commanders identified mass demonstration response as an area of interest. The CRPD was in the process of internally reviewing its policies and procedures on this critical issue and seeking a review and consultation by external subject matter experts.

CRI-TAC provided the CRPD with model policies, after-action reports from mass demonstrations throughout the country, and other publications on the topic of mass demonstration response. Two subject matter experts were assigned to review the CRPD's policies and procedures and provide feedback. In addition, CRI-TAC subject matter experts delivered an in-depth briefing on the topic of mass demonstrations and emergency response to 30 individuals from not only the CRPD but also surrounding agencies that would respond to mass demonstrations. While on site, a CRI-TAC subject matter expert (SME) toured parts of the city that would possibly be the focal point of demonstrations and discussed the physical features of the area, options for staging areas, potential challenges, and strategies specific to each location.

> As the Chief of Police in Cedar Rapids, I am very appreciative of the assistance provided by the CRI-TAC Program. Participating gave us information we didn't have, and it also validated many of our processes that we currently practice. This corroboration verified that we are doing things the right way.
>
> — *Wayne Jerman, Chief, Cedar Rapids (Iowa) Police Department*

According to Chief Jerman and CRPD command staff, the review, briefing, and site visit were beneficial to their planning and preparations for mass demonstrations. The exchange of ideas between the CRPD and CRI-TAC SMEs revealed key issues not previously considered, helped validate the CRPD's existing policies and practices, and complemented the department's Mobile Field Force training.

Enhancing data-driven management and operations in the Galax (Virginia) Police Department

CRI-TAC Profile: Galax (Virginia) Police Department

Topics: Crime analysis, CompStat

Agency size: 21 sworn

Population served (est.): 7,100

Technical assistance: Resource referral, remote consultation, on-site consultation, informational briefing

Crime maps in the Galax Police Department, August 13, 2018

The Galax Police Department (GPD) was the first agency to request assistance through the CRI-TAC when the program launched in March 2018. Then Chief Rick Clark was interested in making more effective use of data in the GPD's efforts to reduce and prevent crime in the city of Galax. He wanted to create a CompStat-like system to help bridge any communication gaps between shifts and empower agency leaders at all levels to use data to support their operations.

CRI-TAC staff and SMEs designed a tailored approach to meet the GPD's technical assistance objectives. CRI-TAC SMEs in crime analysis and data-driven operations and management provided assistance, consultation, and insights to the GPD based on their knowledge, experience, and expertise.

First, CRI-TAC conducted a series of four individualized coaching and consultation sessions with GPD personnel on the GPD's data sources, analytical products, and database management. To supplement these sessions, CRI-TAC also provided the GPD with access to crime analysis webinars developed by IADLEST, including a five-part series on using Microsoft Access for crime analysis and a three-part series on Geographic Information System (GIS) ArcView for mapping and hot spot identification. Next, a CRI-TAC law enforcement SME conducted a site visit at the GPD, where they met with department leadership, supervisors, and rank-and-file officers to discuss departmental administration, management, and operations around crime analysis, proactive policing, and CompStat. The SME also briefed the GPD on an example CompStat process and discussed how the GPD can adapt such a process to meet their needs.

During a session at the IACP annual conference in October 2018, Chief Clark described how beneficial the consultation was and how well officers appreciated having CRI-TAC SMEs working with them and sharing their expertise. During the session, Clark explained how just a few weeks after the consultation concluded they received a call for a suicidal subject. Because of the way information was now being displayed in the agency and shared among officers, the responding officers had more intelligence on the individual, including background and how others had interacted with the individual in the past. This information empowered the officers to successfully resolve the situation without any harm or injury to the subject or the officers.

> The progress made in my tenure and that continues would not have been possible without the support of the CRI-TAC program. It is imperative especially for smaller agencies in America that this program continues.
>
> — *Rick Clark, Chief (ret.), Galax (Virginia) Police Department*

Chief Clark retired in 2018. Chief Dewitt Cooper is the current executive of the GPD and is now building on the foundation created by the technical assistance.

Bolstering community engagement with the Fort Myers (Florida) Police Department
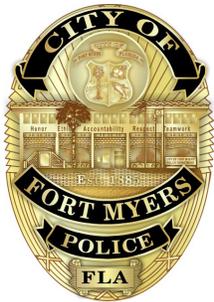
CRI-TAC Profile: Fort Myers (Florida) Police Department

Topic: Community engagement

Agency size: 184 sworn

Population served (est.): 79,869

Technical assistance: Resource referral, remote consultation, on-site consultation

Fort Myers (Florida) Police Department badge

Fort Myers (Florida) Police Department (FMPD) Chief Derrick Diggs, appointed in 2016, sought positive change in police-community relations and contacted CRI-TAC to assist on the issue of building community trust. Under Diggs, the FMPD has engaged the community in numerous ways, including increasing the department's presence at community meetings, re-establishing a police athletic league, and hosting events such as Coffee with a Cop and barbershop sessions.

CRI-TAC SMEs met with department leadership, rank and file, municipal partners, and community members and assisted the FMPD in identifying new opportunities to engage the community, public information sharing, and local grant strategies. During the engagement, SMEs provided guidance, ideas, and a customized seminar to FMPD leadership and staff to help continue the department's positive trajectory toward better community relations.

Multiagency de-escalation training in Massachusetts

CRI-TAC Profile: Wrentham (Massachusetts) Police Department

Topics: De-escalation, officer safety

Agency size: 20 sworn

Population served (est.): 11,000

Technical assistance: In-person training

Wrentham is a town in Norfolk County, Massachusetts, whose police department requested de-escalation training via CRI-TAC. Its vision is "to preserve a high quality of life and feeling of safety for the citizens of Wrentham."[3]

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3. Wrentham Police Department, "Vision," Town of Wrentham, Massachusetts, accessed March 29, 2019, http://www.wrentham.ma.us/wrentham-ma-depts/wrentham-ma-police-dept.

All of the Wrentham Police Department (WPD) received the training, as did sworn personnel from 19 surrounding agencies representing state and local law enforcement agencies in the Commonwealth.[4]

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20 LAW ENFORCEMENT AGENCIES
70 OFFICERS TRAINED   2 TRAINING SESSIONS

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Multiagency de-escalation training in Massachusetts by the numbers

Two sessions of de-escalation direct practitioner training were delivered on September 12–13, 2018, and September 19–20, 2018, in Wrentham. The course focused on key concepts and tactics for managing and resolving verbal conflict and physical violence such as predicting, preventing, and mitigating conflict; averting verbal altercations and physical attacks; de-escalating resistance; and controlling aggression. In all, 70 participants from 20 agencies representing both state and local law enforcement agencies in Massachusetts were trained in de-escalation.

In addition to the training, all agencies were provided with two resources to take back to their agencies: (1) *Emerging Use of Force Issues: Balancing Public and Officer Safety*[5] and (2) the National Consensus Policy and Discussion Paper on the Use of Force.[6]

> CRI-TAC provides a wealth of subject matter expertise, which in turn assists with maintaining and promoting standards of excellence.
>
> — *Josh Bronson, Director of Training, IACLEA*

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4. Peer agency additions, all from within Massachusetts, included the Franklin, Abingdon Township, Southborough, Fall River, Wellesley, Falmouth, Needham, Attleboro, Dover, Manchester-by-the-Sea, Lawrence, Shrewsbury, Northborough, Swampscott, Boxborough, Acton, Plymouth, and Lincoln Police Departments and the Massachusetts Alcoholic Beverages Control Commission.
5. International Association of Chiefs of Police, *Emerging Use of Force Issues: Balancing Public and Officer Safety: Report from the International Association of Chiefs of Police/COPS Office Use of Force Symposium* (Washington, DC: Office of Community Oriented Policing Services, 2012), https://ric-zai-inc.com/ric.php?page=detail&tid=COPS-P232.
6. *National Consensus Policy and Discussion Paper on Use of Force* (Alexandria, VA: International Association of Chiefs of Police, 2017), https://www.theiacp.org/sites/default/files/all/n-o/National_Consensus_Policy_On_Use_Of_Force.pdf.

Threat assessment and response training and technical assistance with Wausau (Wisconsin) Police Department

CRI-TAC Profile: Wausau (Wisconsin) Police Department

Topics: School safety, intelligence and information sharing, public sector coordination and partnerships

Agency size: 76 sworn

Population served (est.): 40,000

Technical assistance: Resource referral, remote consultation, in-person training, policy review

The Wausau Police Department (WPD) requested assistance through CRI-TAC to address school safety issues and develop a threat assessment team. Specifically, the WPD was interested in enhancing its ability to assess and manage threats through a holistic approach, engaging social workers, mental health professionals, and school personnel as well as staff from surrounding law enforcement jurisdictions.

After speaking with Chief Benjamin Bliven and his staff, CRI-TAC developed a multifaceted technical assistance approach. First, CRI-TAC staff provided the WPD with several informational resources from the COPS Office, IACP, and other professional associations on the topic. Next, the NTOA's School and Workplace Violence seminar was delivered in August 2018. The seminar was delivered to a mixed group, including law enforcement from the WPD, Marathon County Sheriff's Office, and Everest Metro Police Department; school administrators from both school districts serving Wausau; and social service and mental health professionals. During the two-day seminar, all participants had opportunities to ask questions, pose solutions, and learn more about how to prevent and respond to school and workplace violence. Through discussions, tabletop exercises, and other activities, participants learned about warning signs, layers of response, resource allocation, and processes. The seminar was customized for the group, so approximately one-fourth of the total time was devoted to threat assessment and management.

> CRI-TAC recipient agencies can access a wealth of experience, knowledge and guidance through a simplified application and delivery process. Agency leaders struggling to deal with complex and emerging issues can easily find the subject matter experts and resources they need to identify a successful resolution.
>
> — *Major (ret.) Ed Allen, Program Manager, NTOA*

Wausau (Wisconsin) Police Department challenge coin

The interaction among all sectors was excellent. The seminar provided a common base of knowledge and a forum for discussions that led to increased mutual understanding of the roles everyone plays and suggestions that can significantly improve the community's safety. Following the seminar, the WPD held a series of phone calls with a CRI-TAC SME on the topic of threat assessment protocols, including a review of the WPD's policy. Chief Bliven spoke at the IACP annual conference in October 2018 and discussed how the seminar, which was held right before the kickoff of the new school year, impacted his agency. With the emergence of a potential threat, not only did people have a better sense of how to respond, but they had also built stronger relationships through the seminar and workshop and were able to quickly and easily communicate to mitigate the situation.

"Our group of stakeholders agreed on the need to address emergency planning and threat assessment procedures in a collaborative manner for the benefit of the larger shared community we all serve together," said Wausau Police Lieutenant Nathan Cihlar. "The training provided by CRI-TAC was an excellent means of bringing the necessary players together with a training experience that has provided the foundation for building our community Threat Assessment Team initiative."

The Wausau Police Department sought to elevate its threat assessment knowledge and capabilities, but being just one of several stakeholders within the Wausau-metro area, we wanted to proceed in a collaborative manner, with neighboring law enforcement and school district partners moving forward with us. CRI-TAC's involvement was instrumental for the formation of our local threat assessment team network. Their consultation and training delivery brought credibility to the project, which helped bring the necessary stakeholders together and motivated our efforts.

— *Benjamin Bliven, Chief, Wausau (Wisconsin) Police Department*

Training to develop and expand the analytic and intelligence gathering and sharing capabilities for Southwestern Border Sheriff's Coalition agencies

CRI-TAC Profile: Multiagency intelligence analyst training

Topics: Intelligence and information sharing, public sector coordination and partnerships

Agency size: 29 agencies; 24,000 sworn (combined est.)

Population served (est.): 85 million

Technical assistance: In-person training

In March 2019, we collaborated with the Bureau of Justice Assistance (BJA) and the NSA to provide the Foundations of Intelligence Analysis Training (FIAT) by the National White Collar Crime Center (NW3C). Thirty sworn and civilian personnel with intelligence duties from 26 agencies along the southwest border and vicinity were trained on their vital role in collecting, sharing, and analyzing intelligence. State agencies, sheriffs' offices, and municipal police departments from Texas, New Mexico, Arizona, and California joined in this effort to expand regional coordination, threat identification, and operational objectives. The training was held from March 12 to March 15.

How to Request Technical Assistance

Requesting assistance through CRI-TAC is a simple, low-burden process. Throughout the process, we work with requesting agencies to ensure the technical assistance approach reflects their needs and meets expectations. The steps for initiating a request are listed here.

Step 1. Inquiry

Once you are ready, you can submit an inquiry via www.collaborativereform.org. We only accept requests from U.S. law enforcement agencies, and the chief executive of the agency must authorize the request.

Step 2. Intake call

Once we receive your request, CRI-TAC staff will contact you to schedule an intake call. The call will include CRI-TAC staff partners. This call gives you the opportunity to discuss your request and technical assistance needs.

8 AVERAGE NUMBER OF DAYS BETWEEN REQUEST AND APPROVAL

Collaborative Reform: A timely and responsive technical assistance process

Step 3. Technical assistance request

Following the intake call, CRI-TAC staff and partners will develop a formal technical assistance request for your input and approval.

Step 4. Technical assistance work plan

Once your request is completed, CRI-TAC staff and partners will develop a technical assistance work plan. This work plan includes a detailed description of the technical assistance, SMEs, and staff assigned to your project as well as a timeline for the work to be completed. The work plan is subject to your review, input, and approval before your technical assistance project begins.

Step 5. Technical assistance delivery

Once you approve the work plan, we will initiate your technical assistance delivery. Throughout your delivery, we will continue to ensure we are meeting your needs with regular communication.

COPS Office Director Phil Keith (left) and IACP Director of Programs Domingo Herraiz discuss CRI-TAC at the IACP Annual Conference in Orlando, Florida, October 2018

Upon the conclusion of your technical assistance, we will request your feedback through a customer satisfaction survey. Your feedback will help us to make improvements to the program and ensure we are meeting the needs of the field.

> The advantage that CRI-TAC has over other technical assistance programs is its nimbleness. The application process is simple and basic with no excessive demands. Requests for assistance are addressed immediately, and the training delivery is top notch.
>
> — *Chuck Canterbury, National President, FOP*

INQUIRY ⟩ INTAKE CALL ⟩ TECHNICAL ASSISTANCE REQUEST ⟩ WORK PLAN ⟩ TECHNICAL ASSISTANCE DELIVERY

Simple, low-burden process

On Deck in 2019

Opportunities abound in the second year of CRI-TAC. Initiatives with sheriffs' offices and major cities are underway, as is a formal evaluation of select sites.

Supporting the nation's sheriffs

In February 2019, we announced that NSA had joined the center. NSA will serve as a leader in providing direct, customized training and technical assistance for individual sheriffs' offices as well as the development and implementation of broader, crosscutting strategic objectives for the southwestern border agencies. This effort will provide critical training and technical assistance resources to sheriffs' offices throughout the country.

> NSA as an organization is a critical conduit to their constituency. NSA will not only ensure that the Office of the Sheriff has a voice and representation in the coalition but will also focus on immediately addressing the critical public safety issues unique to sheriffs, especially those along our southwestern border – a priority of this administration.
>
> — *Phil Keith, Director, COPS Office*

Major city initiatives

In addition, the MCCA recently announced that as a CRI-TAC partner, it will be delivering technical assistance targeted to the unique needs of its members. MCCA will field teams of subject matter experts from peer agencies such as the New York City (New York) Police Department, Los Angeles (California) Police Department, Houston (Texas) Police Department, and Chicago (Illinois) Police Department to share proven practices and techniques in public safety with other major city agencies. Across the United States, the 69 law enforcement agencies that are members of MCCA account for approximately 20 percent of all sworn officers[7] and serve a combined 65.7 million people.[8] Delivering targeted technical assistance to these agencies will significantly bolster the impact we can make—together—on public safety nationwide.

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7. MCCA estimates 171,224 officers are U.S. members of MCCA; Bureau of Justice Statistics estimates 701,169 full-time sworn officers in the United States. Shelley Hyland, "Full-Time Employees in Law Enforcement Agencies, 1997–2016," Bureau of Justice Statistics, last modified August 28, 2018, https://www.bjs.gov/index.cfm?ty=pbdetail&iid=6366.
8. "Welcome," Major Cities Chiefs Association, accessed March 29, 2019, https://www.majorcitieschiefs.com/.

CRI-TAC provides outstanding subject matter experts who have direct experience in the areas sought by requesting agencies, at no cost to the agency.

— *Richard W. "Rick" Myers, Executive Director, MCCA*

Forthcoming evaluation

In 2019, the IACP will be partnering with researchers to provide an evaluation of the program's performance in select sites, using qualitative and quantitative methods to evaluate processes as well as impact. This work will not only help us continually improve the program of services we are offering the field but also help the field identify effective practices in addressing issues of critical importance.

Continuing service to the field

As demonstrated by the volume of requests received in just the first year, the field's interest in technical assistance through the COPS Office and our partners in CRI-TAC is strong. During the second year, we will continue working diligently with key partners, SMEs, and the field to ensure our nation's law enforcement officers get the assistance, training, support, and resources they need to protect the communities they serve.

About the COPS Office

The **Office of Community Oriented Policing Services (COPS Office)** is the component of the U.S. Department of Justice responsible for advancing the practice of community policing by the nation's state, local, territorial, and tribal law enforcement agencies through information and grant resources.

Community policing begins with a commitment to building trust and mutual respect between police and communities. It supports public safety by encouraging all stakeholders to work together to address our nation's crime challenges. When police and communities collaborate, they more effectively address underlying issues, change negative behavioral patterns, and allocate resources.

Rather than simply responding to crime, community policing focuses on preventing it through strategic problem-solving approaches based on collaboration. The COPS Office awards grants to hire community policing officers and support the development and testing of innovative policing strategies. COPS Office funding also provides training and technical assistance to community members and local government leaders, as well as all levels of law enforcement.

Since 1994, the COPS Office has invested more than $14 billion to add community policing officers to the nation's streets, enhance crime fighting technology, support crime prevention initiatives, and provide training and technical assistance to help advance community policing. Other achievements include the following:

- To date, the COPS Office has funded the hiring of approximately 130,000 additional officers by more than 13,000 of the nation's 18,000 law enforcement agencies in both small and large jurisdictions.

- Nearly 700,000 law enforcement personnel, community members, and government leaders have been trained through COPS Office–funded training organizations.

- To date, the COPS Office has distributed more than eight million topic-specific publications, training curricula, white papers, and resource CDs and flash drives.

- The COPS Office also sponsors conferences, round tables, and other forums focused on issues critical to law enforcement.

COPS Office information resources, covering a wide range of community policing topics such as school and campus safety, violent crime, and officer safety and wellness, can be downloaded via the COPS Office's home page, www.cops.usdoj.gov. This website is also the grant application portal, providing access to online application forms.

The Collaborative Reform Initiative Technical Assistance Center is a partnership between the COPS Office and leading professional law enforcement organizations throughout the field to provide technical assistance to law enforcement agencies on request. In its first year, the center fielded more than 150 requests for assistance from campus, local, county, and state agencies on critical issues like school safety, active shooter response, de-escalation, crisis intervention, and intelligence and information sharing. The COPS Office is committed to continue working diligently with our partners to provide high-quality, relevant, and timely assistance by the field, for the field.